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## The Social Selling project

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The Social Selling Project:

### **Summary:**

In March 2016 the tool Sales Navigator was adopted by the department of B2B sales within the company Europcar, giving birth to the Social Selling Project. After 2 years of existence, the results remained mostly disappointing and concerns started to emerge regarding both the tool efficiency and connection with Social Sales. In regard of these issues and KPIs given, the experiment was maintained with the clear goals of establishing whether or not Sales Navigator could be a real asset for its license owner and generate superior results for Europcar.

## **Keywords:**

### *Social Selling:*

From the B2B standpoint, '**Social Selling** is the process for salespeople to interact directly with their prospects throughout social media. Thus Salespeople will provide value by addressing their prospects doubt and issues and offering thoughtful content until the latter is ready to buy. Social selling consists of four main steps — establishing a presence on social networks, finding the right people, engaging with those people, and building trust'. Quote from Sam Kusinitz, 2018

### *Social relationship management:*

From the B2B standpoint, 'Social Relationship management is the use of Social Media networks as channels for nurturing ongoing relationships with customers. Social relationship management – sometimes referred to as social CRM - is an extension of traditional relationship management that focuses on communication and feedback with customers through social media.' *Quote from the Social Selling page on Wikipedia.*

## **Introduction:**

Europcar Mobility Group was originally a French car rental company founded in 1949 by Raoul-Louis Mattei under the name of "The Automobile Subscription". The "Europcar" brand was launched 2 years later in 1951. Privately held up to the early 70's, this car rental business was then owned by 3 major French groups: Renault, Accor and the "Compagnie Internationale Wagon-Lits". Since 1988 the company has been progressively acquired by the German car manufacturer Volkswagen until full ownership later in 1999. In 2006 the company becomes a 100% subsidiary of the European investment company Eurazeo, with an initial investment of 900 million euros. Eurazeo is still the main shareholder after being introduced to the Euronext Stockmarket in June 2015. Currently Europcar is the number one car rental company in Europe while operating in 140 countries in the world. Finally in 2018, the company name changed to Europcar Mobility Group following a decision from its board members to enhance its multiple mobility services offer and willingness to develop vertically and horizontally from its core business.

Currently, Europcar Mobility Group owns several brands such as Europcar, InterRent, Goldcar, Ubeeqo, Buchbinder, BlueMove, Gocar, E-car Club, Scooty, Brunel and as a minority shareholder Snappcar and Wanderio; it also created a Mobility Lab. As previously mentioned, this multiple brand acquisition strategy consists, first, in extending its range of services from the unique car rental service model to a multiple mobility solution offers. Thus Ubeeqo is a multi-modal reservation platform allowing customers to car-sharing services, Scooty a similar offer for scooter, Snappcar a peer-to-peer, car sharing player and Wanderio a multi-modal search and comparison platform. Nonetheless the acquisition of brands such as InterRent or Goldcar results from the decision to target a wider range of customer segments for the vehicle rentals market. So InterRent

launched late 2011 in Portugal and Spain with its slogan “Drive. Save. Enjoy” targets leisure customers whereas the acquisition of Goldcar aims the low cost market segment.

### **History of the Social Selling project:**

After getting prospected by LinkedIn the former Europcar Sales Director decided to propose the tool Sales Navigator to each volunteer corporate country. The purpose of the tool was to bring an additional selling channel to the B2B sales team to help them reach their monthly sales targets more easily. Each National Corporate Sales Director except Australia was convinced to adopt this tool. In March 2016, the Social Selling project was launched by the Sales Strategic Projects Manager in Europcar. From that time, the project has been considered as an experimentation; at first a number of 72 licences was contracted and allocated to all countries based on volunteering before getting raised to 93. The Project’ KPIs, were designed by Europcar according to the “LinkedIn Strategy Guideline” and divided in two parts: one regarding Sales Navigator Usage (i.e. number of saved leads & accounts per owner, number of InMail sent, etc.) and the other regarding Social Selling Results (i.e. number of opportunities, YTD net Revenue from Accounts, etc...). To measure the Social Sales within Europcar, the source pick LinkedIn was added for the Leads, Accounts, Contacts and Opportunities in the company Customer Relationship Management tool: Salesforce. Rapidly, doubts started to emerge regarding its sales potential and capacity to help the B2B Sales department to reach its targets. By June 2018 the YTD Net Revenue from Accounts created via the LinkedIn pick only reached €136837,07 while the two year Total Cost was: €145656. Thus, in March 2018 the United Kingdom decided to withdraw from the project while the overall number of licenses among the corporate countries went down to 87.

That is why my mission during this 6-month internship as an International Sales Assistant was:

- 1- To Improve the Activity & Usage of the tool*
- 2- To Increase the Social Selling Performance results in Europcar.*
- 3- To Determine the most efficient mean to boost Social Selling Results*

To maintain clarity along with a consistent structure in this report, KPIs and Database will be detailed in the following pages.

## **I/ Tools, DATA definitions and link between SSI and Selling Performance**

### **A/ Tools**

#### **1- LinkedIn**

Launched in 2011, LinkedIn is the Number One Social Media network for professionals in the world. Designed for anybody who is willing to explore future career options, improve his professional visibility and develop his professional network, this platform addresses any type of profile: from long term professionals to first year college students. Built with similar features as Facebook, this social media platform allows its user to create a personal profile, by detailing his previous professional experiences, skills, goals and career expectations. It also gives the possibility to connect with any second degree connection (profile with at least one contact in common), to communicate with the whole LinkedIn community (write, comment and share articles) and interact with his contacts through a private message box.

## 2- Sales Navigator

LinkedIn Sales Navigator or Sales Navigator is an advanced sales tool, designed to help sales individuals to reach more easily their quotas by building and nurturing customer relationships on LinkedIn network. By definition, the tool tries to cover each step of Social Selling: establishing a presence, finding the right people, engaging with those people, and building trust. Nonetheless only the last three of them correspond to a practical feature (*Appendix 1*) offered by the tool.

## 3- Salesforce

Salesforce is a Customer Relationship Management tool, or CRM system. It is a technology product that teams use to record, report and analyze interactions between the company and users. Salesforce collects customer and prospect informations such as email, telephone, address and more, and store them in one place. (*Appendix 2*).

## **B/ DATA Definition**

As previously mentioned, 2 different aspects of the tool Sales Navigator will be evaluated: the Tool Usage and the Social Selling performance. Both have a different set of Data, extracted from a different tool, the Usage report coming from Sales Navigator while the Social Selling performance Data being extracted from Europcar Salesforce.

## 1- DATA issued from the tool Sales Navigator (*Appendix 3*)

*SSI- Overall Score:* evaluated on 100, the Social Selling Index (SSI) evaluates your Social Selling Performance based on the 4 following pillars, each one of them evaluated on 25. Unfortunately none of the Pillars calculation is provided by LinkedIn.

*SSI- Establish your Professional brand:* establishes how complete and efficient a member profile is, toward the customer. No data extracted from the Sales Navigator report influences this Pillar.

*SSI- Find the right people:* measures the member ability to identify better prospects in less time by using efficient search and research tools. The functions “Searches performed and Profiles viewed” have a positive impact over this Pillar, by increasing the owner grade

*SSI- Engage with insights:* evaluates toward the customer how valuable the informations shared and created by a member are. The functions “Leads and Accounts Saved” have a positive impact over this Pillar.

*SSI- Build Relationships:* measures the size and relevance of your LinkedIn network. The functions “InMail, Message sent and unique connections” have a positive impact over this Pillar.

## 2- DATA issued from Europcar Salesforce (*Appendix 4*)

These Data correspond to the evaluation of the Social Selling performance

*Contacts:* Once the Person Details have been obtained, a lead can be turned into a contact.

*Accounts:* Once the company Details have been obtained, a lead can be turned into an account.

*Account Current Year YTD net Revenue (€):* Current year net earnings by an Account (in Euro).

*Opportunities:* The Opportunities are pending sales and pending deals tracked on Salesforce.



*Opportunity Annual National Potential (€):* Account owner's personal estimate of the Opportunity earnings for a year (in Euro).

### **C/ Social Selling Index & Selling performance Connection**

As explained previously, the Social Selling Index (SSI) is a numerical score that establishes how well a LinkedIn user performs on Social Selling based on his Sales Navigator and LinkedIn activities. According to the 'LinkedIn Strategy Guideline' by using efficiently and frequently both tools, a user Social Selling Index increases which should naturally turn into more possible contacts, accounts and opportunities gained, thus ultimately into higher Social Selling results.

As an example the 'LinkedIn Strategy Guideline' asserts that:

- “Social Selling leaders create 45% more opportunities than peers with lower SSI”
- “Social Sellers outsell their non-social counterparts 78% of the time”

As a consequence, both the original and current Social Selling project strategy were strongly based on boosting the tool Usage thus SSI to help his owner achieve higher sale results.

Nonetheless the data issued from the Sales Navigator Usage report only have an influence over three pillars of the SSI: “Find the right people” “Engage with insights” and “Build Relationships”.

Thus preventing an integral overview and control over the owners SSI total score.

## **II/Project Implementation & Strategy**

### **A/ The original Sales Navigator Program implementation**

Originally the Social Selling Project was launched as an experiment and focused on helping Sales' representatives to identify and qualify the key stakeholders of their accounts, leveraging Sales Navigator full-network visibility to diminish cold-outreach and using the lead builder to obtain automatic lead recommendations and Sales updates.

The information was cascaded from an Executive Sponsor responsible for driving the program from the headquarters to the Administrators (called local champions) in charge of implementing the tool in each country B2B Sales Team.

**Early KPI:** Usage KPI per license owner implemented from April to September 2016: 1 search run/week, 10 leads saved/week, 10 profiles viewed/week and 5 new connections/week. No Social Selling performance KPI was established at this stage of the experiment.

4 Webinars: (seminar conducted over the internet and in this case relative to Sales Navigator usage and features) were given during the first year. Unfortunately the tool Usage and Social Selling results remained mostly disappointing.

In March 2018, due to a budget restriction and emerging doubts regarding the project return, the United Kingdom decided to withdraw from the project: the overall number of licenses was cut from 93 to 87. -1 UK license was kept though for the best Social Seller-. On June 17th 2018, I took over the Social Selling Project management from its previous Manager.

## **B/ A new strategy**

### **1- Preparatory phase**

As previously mentioned, the original project strategy was only focused on the Sales Navigator tool usage. Each function of the tool being related to one of the 3 pillars: 'Find the right people', 'Engage with Insights' and 'Build Relationships'. And highlighting both an issue to boost the activity of the 4<sup>th</sup> pillar: 'Establish your professional brand' and to get a report of its related functionalities. In addition, the Social Selling Index improvement would automatically be biased as only 3 out of the 4 pillars could be covered by the Usage Activity report.

Otherwise, while most of the licenses were attributed since 2016 to the same owners, some of them were reallocated to newcomers in January 2018, thus resulting in a wide SSI gap between the most experienced users and the others. As an extension to this concern some countries had no local managers assigned anymore. Thus preventing a cascading of the information and enhancement of the tool activity among the countries team.

Moreover, the absence of tracking for the Social Selling results across the last two years prevented a clear vision of the KPIs to be considered and possible outcomes of the tool, knowing that several parameters could be used to do so; e.g. *Account Current Year YTD net Revenue, number of leads, contacts, accounts & opportunities, YTD, Opportunity Annual Potential, etc...*

### **2- Projects KPI**

I received the following targets of the Social Selling project from the Project Manager:

- Raise the average *Social Selling Index* among license owners from 54 to 64

- Increase the *number of Opportunities* gained through the LinkedIn channel since January by 40%

Through the previous elements described in the preparatory phase along with the Projects KPIs 3 core issues were enlightened. First, the difference of knowledge between the license owners and lack of control over each owner's implication within the project. Second, the difficulty to establish a consistent and comprehensive strategy to improve the Social Selling Index. Third the absence of any previous report or tracking of the Social Selling performance within Europcar which prevented the possibility from calibrating the global strategy.

### 3- The Rollout phase

The following strategy was implemented on the basis of the previous issues revealed, KPIs given, Data set, Relations and Concerns raised by the local administrators:

To maintain the consistency of the original project structure, the vacant local champion seats in both Germany and Belgium were filled as a preliminary phase. By knowing that the local manager's tasks were to cascade headquarters informations and stimulate the local team results, both local champions selected were B2B Corporate Sales Manager within his country.

In order to narrow the knowledge gap between the license owners and to stimulate the tool activity, a 2 to 3-week Newsletter was implemented (*Appendix 5*). Each topic being, at first, focused on one pillar and its related features within Sales Navigator while also enhancing its main benefits by providing concrete examples of the tool usage in the Business Developers daily tasks. In regards to the benefits highlighted, it seemed that the license owners would be prompt to use the tool.

Regarding the pillar ‘Establish your own brand’, a three-part newsletter named: ‘Boost your profile’ (*Appendix 6*) was created. Following this initiative, the pillar average increased by 1.2 within a month.

Otherwise, monthly Usage reports per country along with the next-month KPI were shared with each license owner to enhance the tool activity improvement of each local team, to highlight the data hence the activity remaining inconsistent and to stimulate the efforts of each member by designing new usage targets. Along with the newsletters, each factor influencing the SSI score was taken into account at the early stage: i.e. LinkedIn Publications, InMail sent, Accounts/Leads saved, Profile Content, etc... regardless of its capacity to be tracked. Nonetheless after 2 months, in order to obtain a better tracking of the tool Usage improvement the KPIs were only focused on the measurable activity of the license owners- thus only partially contributing to the SSI overall score- and attributed per country. Thus the Usage KPIs from September were only based on the features: InMail/Message sent, adding connections, Leads/Accounts Saved, Searches performed and Profiles viewed. Focused on KPIs per owner then raised progressively according to the local team usage results. E.g. the usage results were calculated by team then raised by 20% from a month to another, before being divided by the number of License owners per country and communicated.

Nonetheless doubts were still existing about the efficiency of the tool and its connection with Social Sales results. To address this concern, a Best Case Scenario (*Appendix 7*) one employee getting superior results through the Social Selling channel, was created. Enhancing the tool features usage and personal Social Selling results to prove the tool relevance for each owner and highlighting the link between SSI and Social Selling. His example also established the capacity of each team to reach the monthly KPIs.

Ultimately, monthly Social Selling performance trackings were extracted from Salesforce and communicated to each country. These reports included every parameters available to get a clearer vision of the country performance and were provided to each local champion. As most of the license owners (over 70%) had never generated a Social Sale Opportunity, it seemed important to avoid undermining any improvement by setting the KPIs per country. Nonetheless, the monthly KPI established were only based on the number of Leads, Contacts, Accounts and Opportunities created on Salesforce with the 'LinkedIn' pick. As Potential Revenues are only personal estimate given by the Business Developer- further explanation will be added in the following part-. Each monthly local result, was picked and raised by 10% from a month to another aiming to constantly raise the results and reach the targeted 40% increase of Opportunities before the end of the year.

### **III/ Data Analysis**

#### **A/ Justification of the dependent variable**

Apart of the number of Opportunities given as one of the Social Selling parameters for this project, several other parameters were available in the Data set extracted from Sales Navigator. As aforementioned some of them were used as KPIs along the project but could not be used for the following analysis. Leads and Contacts appeared to be too limited and irrelevant to analyse a Social Selling performance as adding either Leads or Contacts is the essence of a Social Media and does not involve any potential return for the company. Meanwhile the number of Accounts is an interesting indicator, the lack of results within the Database prevented a concrete analysis. This lack of result can be attributed to the difficulty of adding a Company that has not been registered yet on Salesforce via another Sales tool (e.g. E-mailing, phoning, meeting, etc.) on Salesforce.

Otherwise, Potential Revenue coming either from an Account or an Opportunity only stands for a personal estimate of the Business Developer and is not mandatory when added into Salesforce, resulting in numerous 0 value-*(Database)*. Finally the Account YTD net Revenue is influenced by several factors that undermine its results. In fact, the contract won might take months before getting any return while additional income might still be added. Knowing that most of the Opportunities won happened during the last 3 months of the year, this parameter seemed irrelevant. In conclusion the number of Opportunities seemed to be the only accurate and reliable parameter that could be used as a dependent variable.

The entire strategy of the project since its implementation has been designed according to the idea that: increasing the tool usage generates higher Social Selling results. Knowing that the Social Selling Index is an evaluation of the tool usage, it was stated that the improvement of the Social Selling Index average score among the License owners should logically turn into an increase of the Social Selling results.

To verify the assumption that the SSI score improves the Social Selling results, an analysis of its impact over the parameter *number of Opportunities* will be conducted. Then, a deeper analysis will be conducted to compare the actual impact of each specific pillar over the parameter *number of Opportunities*.

## **B/ Analysis of the Social Selling Score impact over the number of opportunities**

To perform this analysis, a database of 87 licenses was extracted from Sales Navigator and Salesforce out of the total 93 licences owners from the year 2018-2019. The 6 remaining licenses being the ones removed from the United Kingdom since March.

The number of opportunities created per license owner is a dependent continuous variable coded as '*number of opportunities*'. While the Social Selling Index of each license owner is an independent continuous variable coded as '*SSI overall Score*'.

### Case Processing Summary

	N	Percent
Included	87	100,0%
Excluded	0	0,0%
Total	87	100,0%

Each variable has 87 valid observations all taken into account for this analysis.

### Continuous Variable Informations

		N	Minimum	Maximum	Mean	Std. Deviation
Dependent Variable	Number of Opportunities	87	0	18	1,94	4,050
Covariate	SSI - Overall Score	87	20,67	80,84	54,6832	12,93803

By looking at the information provided above on the continuous variable: the conditional mean of the SSI Score is about 54.68 and the standard deviation is about 12.94. The Conditional Variance of the Variable can be obtained by squaring the Standard Deviation which is approximately equal to 167.44. As the Conditional Variance is strictly superior to the mean, it can be stated that over-dispersion is present. Thus suggesting that a Negative Binomial Regression would be the most appropriate technique to analyse the relationship between these two variables, as an extra parameter is used to model the over-dispersion. Thus after conducting a Negative Binomial Regression with a Confidence Interval of 95% the following results were obtained:



### Goodness of Fit<sup>a</sup>

	Value	df	Value/df
Deviance	166,263	85	1,956
Scaled Deviance	166,263	85	
Pearson Chi-Square	236,998	85	2,788
Scaled Pearson Chi-Square	236,998	85	
Log Likelihood <sup>b</sup>	-160,589		

Dependent Variable : Number of Opportunities

Model : (Intercept), SSI - Overall Score

a. Information Criteria are in smaller-is-better- form.

b. The full log likelihood function is displayed and used in computing information criteria

The ratio Value to Degree of Freedom (Value/df) for the Deviance determines if whether or not the model fits the Data used. On the table above this value is superior to one, meaning that the response variable is over-dispersed and as a consequence that standard errors are incorrectly estimated thus invalidating the Chi-Square test statistic. However, as a Binomial Negative Regression was performed, by assuming our model would undergo an over-dispersion, the regression estimate remains unbiased even in the presence of an over-dispersion. Otherwise, the Pearson Chi-Square ratio to the number of Degree of Freedom is superior to 0.05 meaning that our model does fit the Data well and interpretations can be further processed.

### Omnibus table<sup>a</sup>

Likelihood Ratio Chi-Square	df	Sig.
6,978	1	,008

Dependent Variable : Number of Opportunities

Model : (Intercept), SSI - Overall Score

a. Compares the fitted-model against the intercept-only model.

By looking at the omnibus table, Sig. corresponds to the P-Value of the model and is equal to 0.008, thus inferior to our significance level (0.05). Meaning that the model is statistically significant and further analysis can be conducted.

### Parameter Estimates

Parameter	B	Standard Error	95 % Wald Confidence Interval		Hypothesis test			Exp(B)	95% Wald Confidence Interval 95 % for Exp(B)	
			Lower	Upper	Wald Chi-Square	df	Sig.		Lower	Upper
(Intercept)	-,808	,5748	-1,934	,319	1,975	1	,160	,446	,145	1,375
SSI - Overall Score	,026	,0099	,006	,045	6,768	1	,009	1,026	1,006	1,046
(Scale)	1 <sup>a</sup>									
(Negative Binomial)	1 <sup>a</sup>									

Dependent Variable : Number of Opportunities

Model : (Intercept), SSI - Overall Score

a. Fixed at the displayed value.

B is the negative binomial regression estimate for a one-unit increase in language standardized test score, given that the other variables are held constant in the model. Thus if a license owner were to increase its Social Selling Index by one point, the difference in the logs of expected counts would be expected to increase by 0,026. Otherwise, by looking at the 95% Wald Confidence interval, it can be established that upon repeated trials, there is 95% of chance that the Social Selling Score regression coefficient of the true population would be included between 0.006 and 0.045. By excluding zero of its interval, the idea that ‘the Social Selling Index has no impact over the number of opportunities created by one license owner’ can be rejected. The adjusted odds ratio with a 95% Confidence Interval is equal to 1.026 meaning that for every one-unit increase in the Social Selling Index, the risk of the outcome occurring increases that many more times versus the reference category. In other words, a one-unit increase in the SSI is associated with 2.6% increase in the Number of Opportunities. To fully assess the model fit it is important to assess and analyze several

plots of the raw and standardized residuals. These residuals can be considered as the error associated with predicting outcomes using the Social Selling Index. (*Appendix 10*)

The residual standard deviations are spread around the value 0 but only 4 of them are above the absolute value 2, standing for less than 5% in this data set. Meaning that the model is thought to fit the data. However, as previously mentioned the Negative Binomial Regression estimate remains very low (0.026) and very close to 0, thus undermining considerably the presence of a strong positive impact over the dependent variable.

### **C/ Analysis of each SSI pillar influence over the number of opportunities**

As a positive relationship between the Social Selling Index score and the number of opportunities per license owner was established but its positive impact remains weak, and knowing that the Social Selling Index score is composed of 4 different pillars it appears then crucial to analyse further the relationship between each Social Selling pillar and the number of Opportunities created by one license owner. Through this analysis, one can establish if a Social Selling pillar has a deeper and more meaningful impact over the number of opportunities created.

The same sample from the Database was used for conducting this additional experiment. Each variable has 87 valid observations all taken into account for our analysis.

#### **Case Processing Summary**

	N	Percent
Included	87	100,0%
Excluded	0	0,0%
Total	87	100,0%

The number of opportunities created per license owner is the dependent continuous variable coded as ‘number of opportunities’. While the SSI pillars ‘Establish your professional brand’, ‘Find the right people’, ‘Engage with insights’ and ‘build relationships’ are the independent continuous variables.

**Continuous variable informations**

		N	Minimum	Maximum	Mean	Std. Deviation
Dependent Variable	Number of Opportunities	87	0	18	1,94	4.05
Covariant	SSI - Establish your Professional brand	87	1,98	20,72	13,3122	4.30027
	SSI - Find the right people	87	4,13	19,41	11,4253	3.52853
	SSI - Engage with insights	87	0,65	19,55	8,4341	4.50251
	SSI - Build Relationships	87	9,79	24,88	21,52	4.45834

By looking at the information provided above on the continuous variable, one can notice that the conditional mean of each SSI pillar score varies from 21.5 to 8.43 i.e. a difference gap close to 13 while the standard deviation only varies from 3.53 to 4.5. Meaning that some functionalities of the tool were neglected by the license owners. By looking at the standard deviation of each pillar one can notice that its Conditional Variances (square of each) are for the 3 first pillars superior to its corresponding mean. Suggesting that over-dispersion is present and that a Negative Binomial Regression Analysis would be the most appropriate technique as an extra parameter is used to model the over-dispersion.

Thus after conducting a Negative Binomial Regression with a Confidence interval of 95% the following results were obtained:

**Goodness of Fit<sup>a</sup>**

	Value	df	Value/ddl
Deviance	136,547	82	1,665
Scaled Deviance	136,547	82	
Pearson Chi-Square	262,855	82	3,206
Scaled Pearson Chi-Square	262,855	82	
Log Likelihood <sup>b</sup>	-145,731		

Dependent Variable : Number of Opportunities

Model : (Intercept), SSI - Overall Score

a. Information Criteria are in smaller-is-better- form.

b. The full log likelihood function is displayed and used in computing information criteria

By looking at the ratio Value to Degree of Freedom for the Deviance in the Goodness of the Fit table, establishing if the model fits the Data used, we notice that it is superior to 1. This means in this case that it is an over-dispersed response variable and as a consequence that standard errors are incorrectly estimated, implying an invalid chi-square test statistic. However, assuming our model is correctly specified, the regression estimates remain unbiased in the presence of ill-dispersion: which was correctly stated as an over-dispersion. The Pearson Chi-Square ratio to the number of degree of freedom is superior to 0.05 meaning that our model does fit the Data well and the interpretation can continue.

**Omnibus table**

Likelihood Ratio Chi-Square	df	sig.
36,694	4	,000

Looking at the omnibus table, sig. corresponds to the p-value of the model taken as a whole and is equal to 0.00, thus inferior to our significance level (0.05) and meaning that the model taken as a whole is statistically significant and further interpretations can be conducted.

**Tests of Model effects**

Source	Type III		
	Wald Chi-Square	df	Sig.
(Intercept.)	0,819	1	0,365
SSI - Establish your Professional Brand	8,048	1	0,005
SSI - Find the Right People	1,327	1	0,249
SSI - Engage with Insights	14,028	1	0
SSI - Build Relationships	1,795	1	0,18

On the test of the model effects, that specifies the p-value of each independent variable within our prediction model, 2 of them appear to be lower than 0,05; the significance level. Meaning that both the SSI- Find the right people and the SSI- Build Relationships are not statistically significant thus no further interpretation will be conducted about these two pillars impact over the dependent variable.

### Parameters Estimate

Parameter	B	Standard Error	95% Wald Confidence Interval		Hypothesis test			Exp(B)	95% Wald Confidence Interval for Exp(B)	
			Lower	Upper	Wald Chi-Square	df	Sig.		Lower	Upper
(Intercept.)	0,729	0,8055	-0,85	2,308	0,819	1	0,365	2.073	0.428	10.052
SSI - Establish your professional brand	-0,109	0,0385	-0,185	-0,034	8,048	1	0,005	0.897	0.831	0.967
SSI - Find the right people	0,079	0,0684	-0,055	0,213	1,327	1	0,249	1.082	0.946	1.237
SSI - Engage with insights	0,168	0,0449	0,08	0,256	14,028	1	0	1.183	1.084	1.292
SSI - Build relationships	-0,06	0,0447	-0,147	0,028	1,795	1	0,18	0.942	0.863	1.028
(Scale)	1 <sup>a</sup>									
(Negative Binomial)	1 <sup>a</sup>									

B is the negative binomial regression estimate for a one unit increase in language standardized test score, given that the other variables are held constant in the model. Thus if a license owner were to increase its pillar ‘Establish your professional brand’ by one point, the difference in the logs of expected counts would be expected to diminish by 0,109. Otherwise, by looking at the 95% Wald Confidence interval, it can be established that upon repeated trials, there is 95% chance that the ‘SSI- Establish your professional Brand’ negative binomial regression estimate of the true population would be included between -0.85 and 2.308. By excluding zero of its interval, the idea that the ‘SSI- Establish your professional Brand’ has no impact over the number of opportunities created by one license owner can be rejected. The adjusted odds ratio with a 95% Confidence Interval is equal to 1.109 meaning that for every one-unit increase in this pillar, the risk of getting one more opportunity can be associated with a 10.9% decrease for the opportunity. By looking at the independent variable ‘SSI- Engage with insights’ negative binomial regression estimate, it can

be stated that if this pillar were increased by one point, the difference in the logs of expected counts should increase by 0.168. Also, with a level of 95% of confidence for the predictor variable, one can establish that upon repeated trials, there is 95% chance that the ‘SSI- Engage with insights’ negative binomial regression estimate of the true population would be included between 0.08 and 0.256. By excluding zero of its interval, the idea that the ‘SSI- Engage with Insights’ has no impact over the number of opportunities created by one license owner can be rejected. Finally, the adjusted odds ratio with a 95% Confidence Interval is equal to 1.168, meaning that for every one-unit increase in the pillar Engage with insights, the risk of the outcome to get one more opportunity increases by 16.8% in comparison of the reference category.

To fully assess the model fit it is important to assess and analyze several plots of the raw and standardized residuals. These residuals can be considered as the error associated with predicting outcomes using the 4 SSI pillars. (*Appendix 10*)

In the SPSS scatterplot output 95% of the residuals are under absolute value 2, as only 4 residuals are not between 2 and -2 thus the model is considered to fit the data.

In conclusion it can be assessed that the pillar ‘Engage with Insights’ has a strong positive impact over the Number of Opportunities while ‘Establishing your Professional brand’ has a strong negative impact over it. This latter might be explained by the Sales Navigator license attribution within Europcar.

As a matter of fact, 16 license owners from Europcar International (named ECI for the parameter ‘country’ in the database) have a different role from Business Developers (e.g. Most are coming from the Partnership, Marketing or Digital departments). Moreover as aforementioned, 6 other license owners (named ‘Team Member+admin’ in the Database parameter seat type) cumulate both functions of Managers and Business Developers in the corporate countries. Through a brief



analysis, it appears that the average score for the pillar ‘Establishing your Professional brand’ among these 21 licenses is 15.89, two points higher than the average total license score. While only 8 opportunities have been generated, for an average of 0.38 compared to the 2 overall. By removing them from the list, the pillar average drops down to 12.49, thus might be considered as a serious cause of the negative impact described during the analysis.

On the other hand the strong impact of the pillar Engage with insights might be directly attributed to the features ‘Saved Leads & Accounts’. In fact by analysing all members with a number of Leads saved equal or superior to 30, only 12 license owners remain for an average pillar of 12.91, about 4 points higher than overall. Moreover the number of opportunities created per member reaches 5. By repeating the same process for the number of Accounts created, 17 members remain for a pillar average of 11.2 and a mean of 4 opportunities created. This particular feature gives the possibility to its user to get the latest news from the Industries targeted, build-up its own refined pipeline of prospects and get constant updates from its prospects. Each one of them can be attributed as a real advantage for the prospection part of a Business Developer and a real facilitator to find new opportunities.

### **Recommendations & Conclusion:**

By looking at the *Appendix 11*, it can be assessed that the strategy implemented was overall efficient, as the number of Opportunities created via the Sales Navigator tool drastically increased by 355,55% from mid-June to early December. Thus reaching the KPI: ‘To Increase the number of Opportunity by 40%’ given at the beginning of the Project. Meanwhile by looking at the *Database*, the Social Selling Index average of the license owners only raised by 0.64 points thus

meaning that the KPI: ‘Raise the average *Social Selling Index* among license owners from 54 to 64’ was far from the expected results. Once again, these results tend to be in line with the conclusions drawn. The SSI might not be the most relevant parameter to fully assess the Social Selling performance of a License owner and specific pillar hence features of Sales Navigator might be looked at more carefully. In conclusion, even though the strategy has been able to return the Social Selling results expected, the implemented strategy was not fully optimizing the license owner’s possible outcomes.

Even though this analysis appeared conclusive, it seems necessary to remind that it was based on a small sample of 87 licenses of which 54 returned no result. In the light of this concern, every following recommendations might be taken with caution. To gain a substantial increase of returns and fully assess the efficiency of the tool, the implementation of a challenge could be desirable. This latter would be designed such as each country team would compete against each other during a brief amount of time on few specific KPIs. The challenge would have only KPIs part of the Sales Navigator features and incentives to boost its usage by the license owners. Once the challenge is over, the analysis of the results and Social Sales during this amount of time should provide a wider sample to analyze, and hopefully with the same conclusions that the analysis above.

As a first recommendation, it seems relevant to diminish the number of License Owners among Europcar International, as the tool is designed for Business Developers hence inaccurate for the Usage of Marketers and Digital specialists. Nonetheless removing all of them would also be a mistake, as established before it appears essential to maintain a cohesive structure by having a Manager from the Headquarters leading the project, providing a clear strategy to follow and having an expertise in the tool. In addition the KPIs given should be in line with the previous conclusions obtained. Thus the Pillar Engage with insights shall be preferred to the Social Selling Index to

evaluate a license owner Social Selling Performance for the monthly tracking provided to the local managers.

On the other hand the tool features Saved Leads and Saved Accounts have proven to be much more efficient to increase the Social Selling Results, highlighting the necessity to consider these two aspects as a main priority for the tool usage KPIs, meanwhile others such as unique connections might not be neglected, to keep on growing the network of Europcar and multiply the points of contact within every prospected accounts.

Finally, the non-integration of the tool Sales Navigator within the CRM Salesforce stands as a real matter of concern. In fact, every sales pipeline has to be extracted from Sales Navigator then integrated manually into Salesforce by the Business Developer, which is highly time consuming. In addition, by having both tools set apart from each other, it tends to be difficult to make a clear connection between the Social Selling results obtained and the Sales Navigator activity.

## **Appendix**

### **Appendix 1- Details about the different Features & Roles in Sales Navigator tool:**

#### *Extended Network*

With LinkedIn Sales Navigator, sales professionals, teams, and organizations can widen their reach and search far and wide for potential customers. The application assists them in this process by leveraging its network of individual users (called Lead) and companies (called Account) and automatically suggest new leads and accounts to be connected with.

#### *Real-Time Updates*

LinkedIn Sales Navigator offers live notifications regarding updates on statuses of leads and companies, such as job changes and other relevant insights. This allows salespeople to understand their prospects better, to tailor their offerings further and to identify the opportunity timeline.

#### *Direct Communications*

The web-based sales tool also shows premium users a list of people and companies who visited their profile for the last 90 days. The InMail feature allows the users to get in contact with them and gauge their interests (as InMail can be sent up to a 3<sup>rd</sup> degree connection - member with no mutual connection shared-). The feature also gives the possibility to be introduced by a mutual connection to them. This enables sales teams and organizations to take advantage of every opportunity to convert a prospect into a customer.

### *Engaging Content*

LinkedIn Sales Navigator offers to the users an access to PointDrive Presentations, which they can use to create engaging and interactive sales content. This is beneficial to both sides since sellers can pitch beautifully to their target consumers while buyers can view what companies can offer them without downloading any content. On top of that, the tool lets sellers have a broad data access on who has viewed their content, how long they spent on it and which section caught the most interests, thus decide whether to contact the prospects or not.

### *Roles in Sales Navigator*

3 types of role can be attributed in Sales Navigator:

- Team Member seat: has access to all the Sales Navigator practical functionalities but has no possibility to review the performance of his teammates and no access to the analytical DATA of his team.
- Administrator-only seat: has access to all the Sales Navigator analytical functionalities, meaning that he can review the Activity and Usage of the other members and extract these DATA but has no access to the practical functionalities.
- Administrator seat: has access to either Analytical or Practical functionalities of the tool.

### **Appendix 2- Additional details about Salesforce:**

This CRM system is a tool used for contact management, productivity, sales management and more. The purpose remains simple: improve business customer relationships and Customer Life

Time value by enabling a business to deepen its relationships with customers, service users, colleagues, partners and suppliers. To clarify its functioning:

It can also pull in additional information such as recent news about the company's activity and store details about the client's personal preferences on communications. With the organisation of this information, Salesforce helps you to understand the evolution of your relationship with all of your contacts over time, keep contact details up to date, track every interactions with the customers and manage customer accounts: which are vital due to the vast amount of data that these activities generate daily. With a CRM such as Salesforce, you can store

#### **Additional Data definition:**

#### **Appendix 3- Sales Navigator data**

*Date Added:* When the license was attributed to a new member.

*Date Activated:* When the member accepted his Sales Navigator seat and thus activated it for the first time.

*Date Removed:* When the license was removed from a member.

#### **Appendix 4- Salesforce data**

*Contact Status:* is the last status update of a contact by it sales representative. 3 different status exist in Europcar Salesforce: Client, Prospect and Ex-client.

*Source:* A Lead, Contact, Account or Opportunity source is the field/channel by which a lead has been found by an owner and then attributed to on Salesforce.

*Leads:* In Salesforce leads are a prospect that need to be qualified as real sales opportunity, a simple qualification process before converting them into an Account, Contact and (optionally) an Opportunity.

*Lead Status:* is the last status update of a lead by its sales representative. 4 different status exist in Europcar Salesforce: Unqualified, Contacted, Qualified and Dead lead (definitions in Index).

*Account Annual National Potential (€):* Account owner's personal estimate of the Opportunity earnings for a year (in euro).

*Account status:* is the last status update of an Account by its sales representative. 2 different status exist in Europcar Salesforce

*Created date:* Lead/Contact/Account/Opportunity creation date

*Created country code:* Lead/Contact/Account/Opportunity creator's market country

1. *Lead: Unqualified lead:* the lead has not been entered into the system but has not been contacted yet
2. *Contacted lead:* One of the Sales representative initiated a contact/ communication with the lead but had no answer yet, thus the record requires a follow-up.
3. *Qualified lead:* The lead is interested in your product and the sales process should begin. Thus the lead might be converted into an Account, Contact and/or Opportunity
4. *Dead lead:* The lead has been contacted but will not move any further in the negotiation/sale process

## ***Client***

1. *Client*: Person working for a client company
2. *Prospect*: Person working a prospect company
3. *Ex-client*: Person working for a former client company

## ***Accounts:***

*Prospect*: The Company is a Europcar prospect

*Client*: The Company is a Europcar client

*Opportunity stage*: Is the last stage update of an opportunity completed by its Sales Representative. 7 different stages exist in Europcar Salesforce, explained in Index.

## ***Opportunity:***

1. *Upcoming RFP*: The Request for Proposal has not been received yet.
2. *RFP Received/Price quote* : The Request for Proposal has been received
3. *Response submitted/ Under Review*: A response has been submitted and is under review.
4. *Negotiation Review*: Ongoing Negotiation with the company for adapting the response
5. *Acceptance Period*: Ongoing decision process
6. *Closed Won*: The opportunity decision came out and was won.
7. *Closed Lost*: The opportunity decision came out and was lost.
8. First contact with the countries




## Appendix 5- Newsletters about the Sales Navigator functions

LinkedIn Sales  
Navigator

2018  
July 28th

2# A tool for Business  
Developer

Dear Sales people, I  
know some of you  
already have a  
misconception of  
how can be used  
sales Navigator..



This social media tool is designed for any kind of Sales profile.  
From SME to key accounts, from Account Managers to Business  
Developers.

How Sales Navigator can facilitate your  
everyday tasks at the office?

This Newsletter #3 is dedicated to Business  
Developer and will restore your faith in the art of  
Social Selling.

.....

Newsletter 2

## How to contact efficiently a prospect?



Today, we will address how to reach out a potential prospect that we found on Sales Navigator in two different situations. In the first part this person is a 2nd degree connection; we will see how to obtain the best introduction from our mutual connection. In the 2nd situation the lead is unknown thus a 3rd degree connection

\*\*\*\*\*

1

### How to contact someone with best introduction?



*Context: after processing an advanced research for new leads, you found 2nd degree connection leads that you believe might be interested by your products & services. These prospects have some common network relations.*

Newsletter 3

# LinkedIn Sales Navigator

2018

3rd of August

## 4# Key Metrics

Dear Sales people,  
this 4th newsletter  
will help you to  
evaluate your  
efficiency on Social  
Selling...



Each of you has a Social Selling Index (SSI): which measures your efficiency to establish your professional brand, find the right people, engage with insights and build relationships.

## Sales Navigator Key Metrics

### SSI What does it look like?

Your Score is  
evaluated on 100



Each individual pillar is evaluated on 25

Establish your professional brand	16%
Find the right people	13%
Engage with insights	11%
Build relationships	13%

Newsletter 4

**Appendix 6- Newsletter about the pillar 'improve your professional brand'**

**Linkedin Sales Navigator**

2018  
24th of August

## 5# How to boost your linkedin profile Part-1

Dear Sales people, this is the first part of the topic 'how to boost your linkedin profile'. It will be focused on your Headline & Summary.



Your mobility partner

When setting your LinkedIn Profile, think of it as a way to establish your professional brand, to market/advertize yourself. But remember that you are also a flagship of Europcar.

**1** *Make your headline more than a job title*



Newsletter 5

2018

7th of September

Linkedin Sales Navigator

6# How to boost your linkedin profile Part-2

Dear Sales people, this 6th newsletter will help you to develop your profile's recommendations on LinkedIn.



Crafting tailored service for every mobility partners

When setting your profile on LinkedIn, think of it as a way to showout how you are perceived within Europcar. Your endorsements & recommendations are a testimony of what you bring to your colleagues & clients.

1

The importance of endorsement on LinkedIn



Newsletter 6

# Linkedin Sales Navigator

2018

13rd of August

## 7# How to boost your linkedin profile Part-3

Dear Sales people,  
this 7th newsletter  
will help you to  
customize your visual  
on LinkedIn.



When setting your visual on LinkedIn, think of it as a way to establish your professional brand, to market/advertize yourself. Your profile and background pictures can be considered as your own logo. But remember that you are also a flagship of your company.

1



*Choose the right  
profile picture  
for LinkedIn*



Newsletter 7




## Appendix 7- Best Case Scenario



# Interview of a Social Seller


About MARK



Mark Maguire  
Sales Manager for Europcar in Northern Ireland

01.

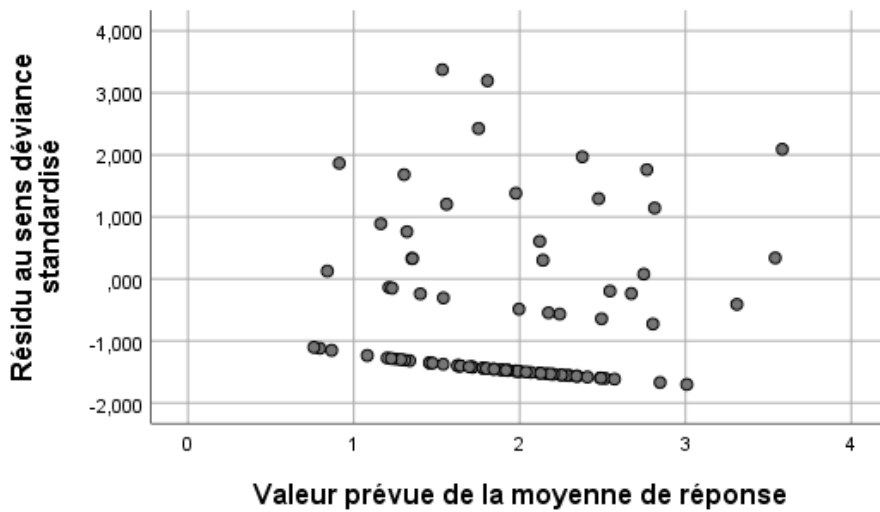
- Managing Key Corporate Accounts and developing new businesses primarily in the SME Sector are Mark's ultimate goals in his job.
- With more than 10 years of experience in the Vehicle Hire & Fleet Sector and more than 20 in Insurance & Claims Management, Mark started to work for Europcar 4 years ago.
- Having used LinkedIn in his previous job, he decided to focus more of his time on improving his profile & visibility by adding more connections: "I was connecting with lots of people in business without focussing on specific potential customers..pretty much anyone who may be interested in vehicle hire services". As he recognizes himself, this approach had only limited success: "I didn't have Sales Navigator at that time, so the targeting was not precise. With Sales Navigator, I am able to target and contact with new leads and more importantly, decision makers".



*“Sales Navigator definitely has helped me to find and interact with countless new leads and to begin building relationships which have ultimately led to sales.”*

## Appendix 8: SPSS Scatterplot output

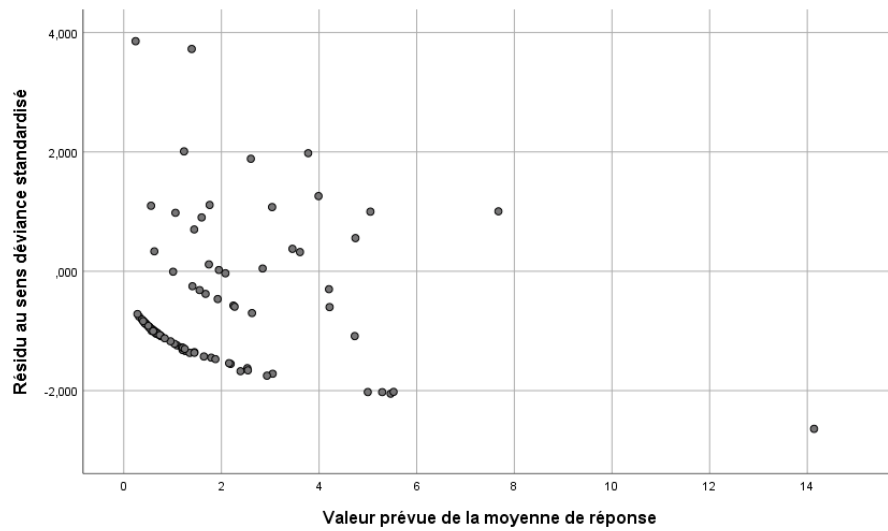
(Translated from SPSS) Standardised Deviance Residuals



(Translated from SPSS) Predicted Value of the mean of response

## Appendix 9: SPSS Scatterplot output

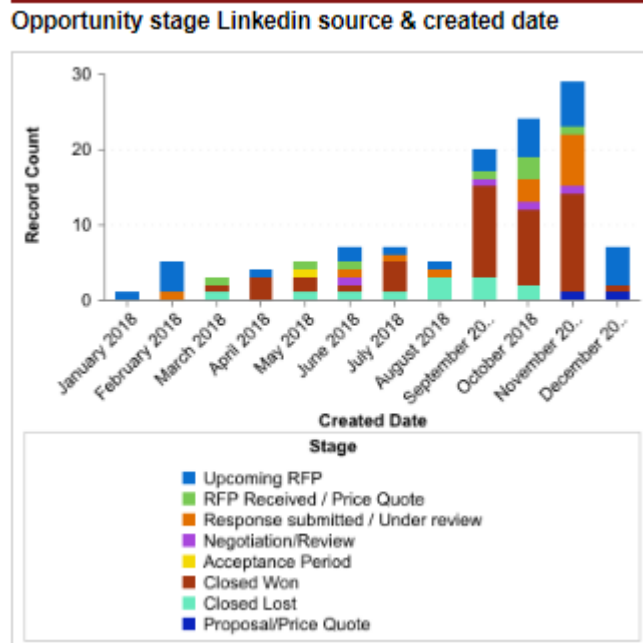
(Translated from SPSS) Standardised Deviance Residuals



(Translated from SPSS) Predicted Value of the mean of response



## Appendix 10: Number of Opportunity created from January 2018 up to 8<sup>th</sup> of December 2018



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DATABASE

Member number	license sales status	Seat Type	Days Active	Leads Saved	Accounts Saved	Searches Performed	Profiles Viewed	InMails Sent	Messages Sent	Unique Connections	SSI - Overall Score	SSI - Establish your professional brand	SSI - Find the right people	SSI - Engage with insights	SSI - Build relationships	Country	Number of Leads	Lead success
1 Active		Team Member	8	0	2	11	58	0	0	448	45.97	5.00	10.37	11.09	19.51	BE	2	1
2 Active		Team Member	12	4	5	28	24	0	0	499	41.60	15.44	5.24	1.66	19.26	IT	6	1
3 Active		Team Member	60	12	17	61	116	0	0	729	55.96	11.63	12.74	7.88	23.71	ES	5	1
4 Active		Team Member	68	46	52	17	68	0	0	72	40.05	8.42	11.55	9.17	10.92	DE	0	0
5 Active		Team Member	75	0	3	4	15	0	0	84	22.43	3.87	6.39	0.65	11.52	DE	0	0
6 Active		Team Member	36	0	9	0	2	0	0	16	20.67	1.98	0	2.73	9.75	DE	0	0
7 Active		Team Member	62	53	50	416	658	0	0	6920	71.32	15.42	14.67	16.75	24.48	DE	0	0
8 Active		Team Member	42	19	30	114	47	24	0	172	38.78	12.81	8.56	4.59	12.81	ES	3	1
9 Active		Team Member	78	11	21	96	372	0	0	1149	62.64	15.51	9.18	13.28	24.67	ES	0	0
10 Active		Team member	101	4	40	799	257	19	2	308	53.08	11.45	9.08	14.79	17.76	DE	1	1
11 Active		Team Member	125	0	0	37	105	0	0	272	48.08	12.06	9.99	9.50	16.52	DE	0	0
12 Active		Team Member	162	98	93	1322	1239	14	1	441	60.46	12.64	17.14	12.29	18.39	ECI	0	0
13 Active		Team Member	161	0	7	94	373	0	0	1051	61.22	12.88	11.71	11.97	24.65	DE	0	0
14 Active		Team member	154	39	49	162	196	6	0	388	52.22	13.44	11.01	11.61	16.16	BE	1	1
15 Active		Team member	188	0	0	136	622	0	0	750	55.00	14.14	11.14	5.16	24.56	FR	0	0
16 Active		Team Member	57	6	9	7	9	1	0	82	25.76	5.54	7.39	1.59	11.25	ES	1	1
17 Active		Team Member	18	48	48	306	41	7	0	140	27.77	3.12	5.28	6.99	12.38	ES	5	1
18 Active		Team Member	147	12	12	13	71	0	0	577	45.93	10.79	9.27	3.86	21.91	ES	0	0
19 Active		Team Member	155	10	10	114	312	0	0	223	44.42	11.74	11.62	8.17	12.89	IT	7	1
20 Active		Team Member	180	26	36	45	58	0	0	633	63.62	14.73	14.10	10.67	24.12	IT	0	0
21 Active		Team Member	124	17	19	46	91	2	0	112	37.18	12.06	7.56	6.18	11.38	BE	0	0
22 Active		Team Member	173	18	18	214	135	0	0	202	39.40	10.05	10.14	6.75	12.47	BE	0	0
23 Active		Team Member	180	2	2	85	314	1	0	506	57.73	17.83	7.95	8.06	23.89	UK	0	0
24 Active		Team Member	141	0	0	33	148	0	0	1075	53.75	15.23	9.27	4.60	24.65	ECI	0	0
25 Active		Team Member	154	0	0	1346	3895	0	0	1690	56.06	10.58	15.55	5.16	24.77	BE	0	0
26 Active		Team Member	141	28	27	26	77	0	0	347	42.99	11.13	8.65	2.68	20.53	DE	0	0
27 Active		Team Member	174	1	1	174	126	0	0	60	34.74	10.74	7.68	3.71	20.46	DE	0	0
28 Active		Team Member	189	4	3	160	263	0	0	242	38.45	10.55	9.13	4.00	14.76	ES	2	1
29 Active		Team member + a	186	0	0	132	685	0	0	767	64.43	17.72	14.78	7.39	24.54	FR	0	0
30 Active		Team Member	39	2	2	32	58	0	0	395	41.71	11.23	5.89	4.47	20.12	FR	0	0
31 Active		Team Member	185	22	18	37	261	0	0	859	63.39	15.48	10.66	12.48	24.77	FR	0	0
32 Active		Team Member	25	3	3	86	72	1	2	551	56.80	16.40	8.31	8.80	23.29	FR	1	1
33 Active		Team member	186	247	108	375	489	1	2	392	58.22	5.86	16.57	14.89	20.91	DE	0	0
34 Active		Team member + a	172	17	15	218	325	1	0	1417	67.12	16.06	13.15	13.27	24.65	BE	0	0
35 Active		Team Member	170	2	2	211	912	0	1	637	70.55	16.51	15.96	13.77	24.31	FR	2	1
36 Active		Team Member	176	0	0	131	194	0	0	1004	48.06	11.13	9.85	2.31	24.77	IT	0	0
37 Active		Team member + a	179	1	1	179	72	0	0	334	45.01	16.29	1.43	1.43	15.69	IT	0	0
38 Active		Team Member	132	34	30	279	390	17	14	825	66.78	16.21	13.30	12.62	24.65	BE	12	1
39 Active		Team Member	125	1	2	123	177	1	0	2325	50.35	12.79	9.08	3.71	24.77	BE	1	1
40 Active		Team Member	116	0	0	325	194	0	0	573	50.45	11.81	9.77	4.94	23.93	ECI	0	0
41 Active		Team Member	127	0	0	89	93	4	0	771	57.95	15.72	8.69	8.88	24.65	IT	0	0
42 Active		Team Member	188	3	0	116	705	0	0	933	66.65	18.77	17.08	6.15	24.65	ECI	0	0
43 Active		Team Member	188	4	4	921	1434	6	0	777	71.91	15.74	19.41	12.00	24.77	ECI	0	0
44 Active		Team Member	178	0	0	34	133	0	0	594	50.15	9.91	9.88	6.27	24.09	FR	0	0
45 Active		Team Member	168	9	9	147	203	0	0	657	52.28	11.64	12.41	3.81	24.44	FR	0	0
46 Active		Team Member	105	0	0	45	70	0	0	623	59.52	17.38	9.79	8.07	24.28	FR	0	0
47 Active		Team Member	96	0	0	86	1950	0	0	4849	80.84	18.17	18.64	19.55	24.48	UK	25	1
48 Active		Team Member	129	9	72	288	89	0	11	427	57.77	17.01	10.59	10.13	20.04	ES	19	1
49 Active		Team Member	159	0	0	4	118	0	0	968	62.78	16.40	10.61	11.12	24.65	ES	0	0
50 Active		Team Member	181	8	2	53	67	0	0	1032	62.85	13.23	12.09	12.88	24.65	ES	0	0
51 Active		Team member	180	1	1	104	822	0	0	1426	66.72	11.52	15.62	14.80	24.77	ES	0	0
52 Active		Team Member	53	0	0	5	39	0	0	1089	34.36	3.86	5.71	0.98	24.65	ES	0	0
53 Active		Team Member	74	6	6	39	87	0	0	1400	53.66	10.25	10.29	8.46	24.65	ES	0	0
54 Active		Team member	180	31	56	351	667	2	2	3077	77.76	18.69	17.19	17.11	24.77	ES	8	1
55 Active		Team Member	184	0	0	7	113	0	0	1533	61.96	16.40	11.47	9.45	24.65	ECI	0	0
56 Active		Team Member	41	0	0	75	45	0	0	660	46.39	11.32	6.38	4.24	24.45	ECI	0	0
57 Active		Team Member	176	0	0	63	528	0	0	1337	58.96	17.82	11.95	4.54	24.65	ECI	0	0
58 Active		Team Member	119	0	0	30	60	0	0	56.79	56.79	16.10	10.91	5.77	24.01	ECI	0	0
59 Active		Team Member	189	0	0	137	728	0	0	4549	61.65	17.84	15.40	3.76	24.65	ECI	0	0
60 Active		Team Member	169	30	33	126	117	16	0	831	47.92	6.20	12.50	4.57	24.65	PT	27	1
61 Active		Team Member	163	14	17	179	122	13	1	458	54.26	9.39	12.53	11.28	21.05	PT	19	1
62 Active		Team member	151	43	41	81	36	25	8	675	48.56	6.28	11.53	6.37	24.37	PT	5	1
63 Active		Team Member	157	1	1	79	359	3	0	1031	64.36	18.52	15.97	5.23	24.65	ECI	0	0
64 Active		Team Member	172	22	13	331	646	0	0	910	65.43	16.07	14.87	11.17	23.31	IT	2	1
65 Active		Team Member	189	7	7	1180	1963	3	1	18954	80.38	20.72	17.86	17.15	24.65	IT	9	1
66 Active		Team member + a	159	5	3	49	7964	0	0	1450	67.97	17.81	15.15	10.12	24.88	ES	0	0
67 Active		Team member	119	0	0	3	68	0	0	802	55.53	15.33	11.25	5.15	24.65	ECI	0	0
68 Active		Team member	184	0	0	44	110	0	0	1015	60.61	18.03	13.70	4.24	24.65	ECI	0	0
69 Active		Team Member	150	0	0	30	182	0	0	1382	67.56	17.02	12.46	13.56	24.51	FR	0	0
70 Active		Team Member	26	0	0	1	18	0	0	377	39.22	12.91	4.13	5.16	17.03	BE	0	0
71 Active		Team member + a	50	0	0	75	356	1	0	894	61.45	13.64	15.10	8.63	24.07	DE	0	0
72 Active		Team Member	175	17	21	290	1741	0	0	3844	74.05	19.83	13.32	16.52	24.38	DE	0	0
73 Active		Team Member	87	0	0	10	18	0	0	1372	54.13	11.71	9.08	9.00	24.35	PT	0	0
74 Active		Team member + a	94	0	0	196	82	0	0	1064	58.14	16.05	10.95	6.82	24.31	PT	0	0
75 Active		Team Member	31	0	0	3	23	0	0	830	50.63	15.84	6.20	4.17	24.42	PT	0	0
76 Active		Team Member	113	0	0	32	27	0	0	457	51.83	15.86	10.97	5.85	19.16	IT	3	1
77 Active		Team member	92	0	0	90	162	0	0	35.11	35.11	12.79	13.10	5.30	23.92	IT	0	0
78 Active		Team Member	270	37	23	61	318	39	2	13.60	13.60	12.18	10.24	10.24	24.38	ECI	21	1
79 Active		Team member	339	3	1	585	1245	5	0	869	60.85	14.55	13.59	7.91	24.80	DE	4	1
80 Active		Team Member	215	6	9	382	422	24	13	246	43.08	9.77	10.39	6.34	16.57	DE	2	1
81 Active		Team Member	170	0	8	336	125	0	0	75	24.59	5.55	5.15	2.82	11.07	ES	1	1
82 Active		Team Member	343	85	51	3219	3476	45	0	738	69.47	16.89	16.31	11.99	24.29	ECI	1	1
83 Active		Team Member	371	134	17	892	1643	25	14	727	70.81	19.53</						

Number of contacts	Number of Accounts	Accounts Annual National Potential (€)	Accounts YTD net Revenue (€)	Number of Opportunities	Opportunity 'Success'	Opportunity Annual Potential (€)
1	0	€ -	€ -	0	0	€ -
6	6	€ -	€ -	6	1	€ 70 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
3	1	€ 7 000,00	€ -	1	1	€ 30 000,00
0	0	€ -	€ -	1	1	€ 7 000,00
12	1	€ 10 000,00	€ -	12	1	€ 60 000,00
0	0	€ -	€ -	1	1	€ 2 215 000,00
0	0	€ -	€ -	0	0	€ 5 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
5	5	€ 68 000,00	€ -	5	1	€ 140 000,00
0	0	€ -	€ -	0	0	€ -
1	1	€ 20 000,00	€ -	1	1	€ 20 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	3	1	€ 1 500,00
0	0	€ -	€ -	1	1	€ 4 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
5	2	€ -	€ -	2	1	€ 115 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
1	0	€ -	€ -	0	0	€ -
5	1	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
11	1	€ 40 000,00	€ -	3	1	€ 690 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	1	1	€ 50 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
18	14	€ 146 638,00	€ 2 155,53	18	1	€ 195 000,00
7	6	€ 85 000,00	€ 896,00	7	1	€ 135 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
3	1	€ 100 000,00	€ -	2	1	€ 100 300,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
17	19	€ 23 000,00	€ 1 673,40	17	1	€ 21 000,00
16	17	€ 49 000,00	€ 11 375,19	18	1	€ 48 000,00
5	4	€ 13 000,00	€ 1 872,60	5	1	€ 16 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
5	5	€ 36 500,00	€ 853,48	5	1	€ 36 500,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	2	1	€ 4 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	1	1	€ 2 000,00
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
0	0	€ -	€ -	1	1	€ 1 000,00
0	0	€ -	€ -	0	0	€ -
0	1	€ -	€ -	0	0	€ -
0	0	€ -	€ -	0	0	€ -
49	0	€ -	€ -	4	1	€ 130 000,00
1	0	€ -	€ -	3	1	€ -
1	0	€ -	€ -	2	1	€ 2 000,00
1	1	€ 38 201,00	€ -	1	1	€ 30 000,00
1	1	€ 20 000,00	€ -	2	1	€ 200 000,00
12	11	€ -	€ 4 310,18	12	1	€ 147 000,00
0	11	€ -	€ -	12	1	€ -
211	0	€ -	€ -	8	1	€ -
2	2	€ 50 000,00	€ -	3	1	€ 50 000,00
0	21	€ -	€ -	8	1	€ -